

1.0 LEADERSHIP. Fort Benning is a recognized leader in performance, innovation, and quality. We are an organization with a rich heritage of selfless service and sacrifice; a current record of mission accomplishment and superior performance; and a vision of the future that will lead us to greater accomplishments in the years ahead. Our success is the direct result of a clear focus on customers, and a strong commitment to continuous improvement. From the very beginning of our quality journey, Fort Benning's senior leadership team has been the driver. Our senior leaders have aggressively implemented Total Army Quality (TAQ) and the Malcolm Baldrige National Quality Award criteria/Army's Performance Improvement Criteria (APIC). **"I AM THE INFANTRY, FOLLOW ME!"**

1.1 SENIOR EXECUTIVE LEADERSHIP. Our senior executive leaders are personally involved in creating, sustaining, and deploying clear values and expectations. Our leadership system is geared to producing high performing teams which generate high levels of customer satisfaction and process excellence. Senior executive leaders use a broad variety of methods to communicate expectations, reinforce vision and values, and set the quality tone for the organization. Our leaders have built a dedicated team that focuses on the customer, empowers the work force, and partners with suppliers--a total quality environment. (Our vision, missions, Key Business Drivers (KBDs), and goals are listed in the Overview.)

1.1a Leadership and Direction. The primary responsibilities of all leaders are to provide motivation, purpose, and direction. At Fort Benning, the Quality Executive Steering Team (QUEST) was formed to carry out those responsibilities. The QUEST consists of the Commanding General (CG); Deputy Commanding General (DCG); Chief of Staff (CoS), U.S. Army Infantry Center (USAIC); Garrison Commander (GC); CoS, U.S. Army Infantry School (USAIS); Command Sergeant Major (CSM), USAIC; CSM, USAIS; Garrison Sergeant Major; our brigade level commanders; directors and chiefs of our major activities.

(NOTE: The Ranger Training Brigade Commander is responsible for the outlying ranger camps at Camp Rudder at Eglin Air Force Base, Florida, and Camp Merrill at Dahlonaga, Georgia.) The installation's QUEST serves as the agent for executing quality decisions and has been charged with leading the effort in developing key processes, and in establishing an organizational culture of continuous improvement.

The CG, our senior executive, leads by example. His personal involvement ranges from leading ceremonies founded in our deep military traditions; to hosting conferences on future technologies with Infantry applications; to spending time with our customers, our employees, and our suppliers. Through personal and professional interactions with Infantry leaders and commanders, worldwide Army leadership, and our sister services, he identifies and establishes the direction of the Infantry force. Our senior leaders are committed to Force XXI and the modernization of the U.S. Army to meet the challenges of the 21st Century; and to establishing Fort Benning as a premiere power projection platform now and well into the future. Our vision statement, as stated in the overview, reinforces where we are going.

Creating and Reinforcing Values and Expectations. Our QUEST continues to nurture and sustain the proud traditions of the Home of the Infantry. The QUEST is customer-focused and has developed an easily recognizable and simple terminology to familiarize the Fort Benning community with the APIC. Terms easily understood, but which convey a powerful quality message are: **"WHAT WE DO," "WHO WE DO IT FOR," "WHY WE DO IT," "HOW WELL WE DO IT,"** and **"HOW CAN WE DO IT BETTER?"** These terms focus the entire work force on quality service to the customer, and continuous improvement in all work processes. They reinforce those concepts in several ways:

- **WHAT WE DO.** The major functions of the USAIC and Fort Benning have been streamlined and consolidated into five Key Processes (KPs): Infantry Training, Infantry Doctrine, Infantry

Future, Force Projection, and Base Operations (BASOPS). Key Process Teams (KPTs) for each of these processes have been organized and chartered.

- **WHO WE DO IT FOR.** Knowing our customers and their requirements is the foundation of our quality efforts. The QUEST actively works with, and solicits feedback from, the customer segments described in Figure 7.1.2. Our customers are individuals and units, here on Fort Benning and around the world.

- **WHY WE DO IT.** Our KBDs were established by the QUEST. KBDs establish the bottom line for all process activity and define the specific areas of performance that we must concentrate on to differentiate us from our competitors.

- **HOW WELL WE DO IT.** Our KPTs have defined the key activities and established the measures of performance for our KPs (Figures 5.8, 5.13, 5.14, 5.15, 5.18). The results are captured in three formats: Quarterly Training Briefs (QTBs) capture measures and successes for our military units; Quarterly Operations Briefs (QOBs) look at the internal performance of our organizational activities and directorates; and the Program Resource Advisory Committee (PRAC) is how we allocate resources for accomplishing our missions.

- **HOW CAN WE DO IT BETTER?**

Measurements are critical to establishing a baseline performance standard; they provide the only means to determine the gap between current and expected levels of process performance. After determining our overall performance, the Strategic Plan incorporates stretch targets and goals which move us towards best-in-class and world-class performance (Figure 3.4).

The QUEST listens to our customers, suppliers, and employees. It solicits their recommendations in order to make business decisions that improve overall results and levels of satisfaction. Our KPTs continuously solicit input from across the installation, and use this information to improve

customer service and satisfaction, process performance, and supplier requirements.

The QUEST reinforces our national and core Army values and the proud traditions of Fort Benning. Our organizational values have evolved over time, but they flow from the Army ethic of commitment, sacrifice, selfless service, loyalty, and from the Infantry values of tenacity, attitude, and “FOLLOW ME.” The methodology we use for reinforcing values is outlined in Figure 1.1.

HOW SENIOR LEADERS DEMONSTRATE VALUES						
<i>LEADERS</i>	CG	DCG	CoS, USAIC	GC	CoS, USAIS	CSMs
<i>FORUM</i>						
Speeches	✓	✓	✓	✓	✓	✓
Orientations	✓	✓	✓	✓	✓	✓
Presentations	✓	✓	✓	✓	✓	✓
Meetings	✓	✓	✓	✓	✓	✓
Ceremonies	✓	✓	✓	✓	✓	✓
Training	✓	✓	✓		✓	✓
Civic Functions	✓	✓	✓	✓	✓	✓
Awards	✓	✓	✓	✓	✓	✓
Publications	✓	✓				✓
Change of Command	✓	✓		✓		

Figure 1.1

Senior leaders use every available opportunity to reinforce and share the values of the organization. All members of the QUEST frequently address large audiences and civic groups. These forums are used to share the vision of the organization and the quality commitment of leaders at every level. Throughout the course of each year, QUEST members share our customer focus and continuous improvement goals with our customers, suppliers, and employees, as well as higher headquarters and the local community.

Setting direction and performance goals.

The QUEST takes an active role in the management of our strategic planning process (Category 3.1). Our values, missions, and KBDs cascade down to measurable goals. Accomplishment of mission and achievement of process goals are executed by our organizational units and activities, working with the KPTs. Each organization has the responsibility to report back to the QUEST through QTBs or QOBs, providing the opportunity for adjustment of plans.

The complexity of our KPs requires intensive planning. We plan at every echelon and for every contingency, and execute, critique, and continuously improve our processes. The APIC provides a means for identifying gaps and opportunities for improving the way we manage and lead at Fort Benning. Our leaders have linked installation goals to work processes, and objectives have been established and linked to the Installation Strategic Plan (ISP).

Reviewing overall performance. The QTBs and QOBs include customer satisfaction and financial data, performance data, opportunities for improvement, climate surveys, and employee recognition data. We employ performance reviews for the KPs and key activities of our work force. Command and staff and other committee meetings provide the forum to check and assess the status of KP performance. Meetings address operational issues and work force performance reviews. The senior leadership team's personal involvement provides many opportunities to provide guidance and direction, and to recognize performance. The Infantry

branch Functional Area Assessment is used to determine Infantry branch strengths and weaknesses, and methods of improvement. It is the most far-reaching of all operational reviews conducted at the installation.

1.1b Evaluation and Improvement of the Leadership System. The QUEST uses the APIC to evaluate and improve our leadership system. As we implemented the APIC, we improved, refined, and reorganized the way we do business. We reoriented our leadership system from a top-down model to a process-oriented model. At the off-site conference in August 1995, we designated KP owners and established KPTs that would remain responsible for continuous improvement and customer-focused performance. At an off-site conference in February 1996, we conducted an in-depth review of our KPs. As a result, we developed performance objectives, identified process improvements and performance gaps, and established stretch targets (Figure 3.4). The QUEST conducted an extensive self-assessment after the recent APIC site visit. Figure 1.2 is our revamped KP Model.

KPT	OWNER	TEAM MEMBERS
Infantry Training	DOT	Directorate of Training (DOT), Directorate of Combat developments (DCD), Directorate of Public Works (DPW), Directorate of Logistics (DOL), Directorate of Threat and Security (DTS), Combined Arms Training Directorate (CATD), Physical Fitness School (PFS), School of the Americas (SOA), Noncommissioned Officer Academy (NCOA), Ranger Training Brigade (RTB), 29th Infantry Regiment, 11th Infantry Regiment, Infantry Training Brigade (ITB).
Infantry Doctrine	CATD	CATD, DTS, SOA, RTB, PFS, DOT, 11th Infantry Regiment, 29th Infantry Regiment.
Infantry Future	DCD	DCD, DOT, CATD, DTS, TRADOC Systems Managers (TSMs), Dismounted Battlespace Battle Lab (DBBL), Office of Infantry Proponency (OIP).
Force Projection	DOL	DOL, DOT, DPW, DTS, Adjutant General (AG), Directorate of Contracting (DOC), 3/3 Infantry Division (MD), 36th Engineer Group (C), 75th Ranger Regiment.
Base Operations	GC	Due to the scope of the Base Operations KP, functional sections were established with their respective champion and team members.
• Quality of Life	DCA	Directorate of Community Activities (DCA), Medical Activity (MEDDAC), Dental Activity (DENTAC), Chaplain, Museum, Commissary, Red Cross, DPW, DOT, PFS, Staff Judge Advocate (SJA), Army & Air Force Exchange Service (AAFES), Public Affairs (PAO), Department of Defense (DOD) Schools.
• Human Resources	AG and DCP	Dir of Civilian Personnel (DCP), AG, Inspector General (IG), Equal Employment Opportunity Office (EEO), Equal Opportunity Office (EOO), DTS, Dir of Public Safety (DPS), Internal Review and Compliance (IRAC).
• Communications and Automation	DOIM	Directorate of Information Management (DOIM), DTS, Directorate of Resource Management/Program Analysis and Evaluation Division (DRM/PAED).
• Resource Management	DRM	DPW, DRM.
• Purchasing	DOC	DOL, DPW, DBBL, DOC.

Figure 1.2

An Executive Benchmarking Session was also conducted at the off-site in February 1996. Since then, KP owners have formed benchmarking teams. The teams received benchmarking training in May 1996. These benchmarking teams were

authorized to begin the benchmarking process and to report back to senior leadership and the KP owners on their progress (Figure 2.7). A follow-up Executive Benchmarking Session was conducted for the senior leadership in June 1996.

Our primary feedback mechanism continues to be the military chain of command and our civilian leadership. An annual employee survey is conducted to assess satisfaction with our leadership system and to determine areas of quality improvements (Figure 6.3.29). The survey includes measures of five leadership subcategories that we use for evaluation of our leadership and management:

- senior leader involvement
- senior leader visible commitment
- supervisor role in quality improvement
- supervisor concern for improvement
- system and structure for quality improvement

The data from the annual employee survey is closely analyzed and evaluated. In direct response to what our employees say and feel, the QUEST, as well as the senior executive, makes decisions and improvements to the leadership system, and often to their own leadership styles. The focus on quality begins with the leader's commitment. Business as usual is unacceptable.

1.2 LEADERSHIP SYSTEM AND ORGANIZATION. Our senior leadership system has evolved over time from the traditional military model to the QUEST, a quality business oriented system that maintains time honored traditions but moves aggressively forward with a strong customer focus, empowerment of the work force, team building, supplier partnerships, and an expectation of continuous improvement.

1.2a Leadership System and Focus. The focus for our senior leadership is to examine all quality issues in relation to: **"WHAT WE DO," "WHO WE DO IT FOR," "WHY WE DO IT," "HOW WELL WE DO IT,"** and **"HOW CAN WE DO IT BETTER?"**

Customer Focus and High Performance Teams. Fort Benning has a strong and unequivocal commitment to its customers. Our customer base has been identified in relationship to what we do (Figure 7.1.3). The role of our senior executive is aligned with our customers; in fact, he wears three hats: he is the CG of the USAIC and Fort Benning, he is the Commandant of the USAIS, and he is the Chief of Infantry for the U.S. Army. The QUEST is organized to help him accomplish these responsibilities and to meet

the customer requirements of the KPs that support each function. The QUEST has responsibility for continuous improvement of all KPs inherent in the senior executive's three roles. Process Action Teams (PATs) have been formed to deal with the many activities within each of our KPs. This quality organizational structure produces high performance results and exceptional customer satisfaction.

Inherent in the roles and responsibilities of managers and supervisors is a total commitment to quality and to achieving the goals of continuous improvement. To emphasize the importance of customer satisfaction, maintaining excellence in customer services is a major performance objective in all senior level evaluation reports. Our managers and supervisors are deeply involved with the KPTs and PATs that are working the quality issues of our organization. They are informed, trained, accountable, and dedicated to creating a customer focused, high performing installation.

Another unique aspect of our QUEST is that senior leaders of our tenant units are also members. We have two types of tenant units: customers and service providers. Major suppliers of services, such as the MEDDAC and DENTAC, DCA, AAFES, and the Commissary, are members of the QUEST. They are also a part of the BASOPS KPT and meet weekly with the Garrison Commander, the BASOPS KP owner. This interaction and sharing of guidance, results, and areas for improvement have resulted in improved supplier performance and customer focus. Our FORSCOM tenant units are customers of our BASOPS and Force Projection KPs. They are also members of the respective KPT, providing an in-depth knowledge of customer requirements and ensuring a strong customer focus to our operational performance and process improvement efforts.

Communicating and Reinforcing Values, Expectations, and Directions. The senior leadership communicates requirements in a variety of ways. The QUEST provides process performance and improvement guidelines through numerous forms of media, but the most effective impact is through face-to-face contact with KP owners at weekly, monthly, and quarterly

meetings. Values are reinforced through military and civilian ceremonies and awards presentations. Business issues and operational performance are the focus of QUEST meetings.

1.2b Overall Performance Review and Improvement. Continuous improvement is everyone's business. The QUEST meets at specific times over the course of the year and examines all aspects of KP results and customer satisfaction indicators. The cycle is depicted in Figure 1.3.

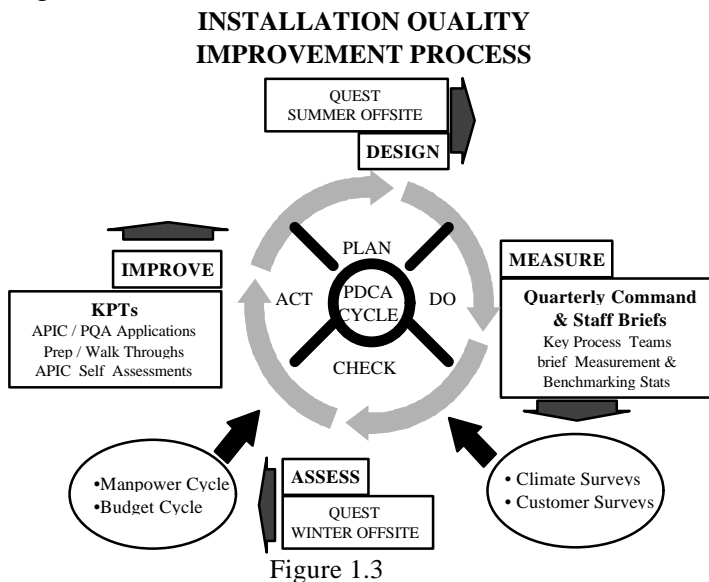


Figure 1.3

A unique aspect of the Training and Doctrine Command (TRADOC) is the continuous comparison of the Infantry Center with other TRADOC installations. We use this comparative data to make course adjustments and fine-tune our process performance. However, our internal measurements are still our best indicator of how well we meet customer expectations.

Review of Financial and Nonfinancial Measures. The principal financial drivers are the annual budget, our mission, and the mission support we provide to our Force Projection KP customers. Each KPT analyzes and reviews performance in specific areas to determine if mission requirements are adequately funded, where shortfalls exist, and what budgetary decisions are needed for improvement. The gap between process performance and process performance objectives is identified and incorporated into the ISP. Some measures are:

- Training load measures
- Doctrine literature publication measures

- Customer-related measures
- Infantry systems quality measures
- Safety measures
- Environmental measures
- Fiscal dollar measures
- Manpower strength measures
- Employee satisfaction measures
- Supplier performance measures
- Operational measures.

The measures we use provide us with baseline performance indicators which are analyzed on a regular basis. The results of our process and compliance reviews are announced to all members of the work force, and are used as a tool throughout the organization to set priorities for quality improvements.

Review of Work Performance. Performance is tracked by the results and process performance of the key activities of each KP. Each work activity maintains its internal operational performance data, employee data, budget data, and customer satisfaction data. The data is shared with the senior leadership and the QUEST at weekly, monthly, and quarterly meetings. Operational requirements and process performance guidance are outlined and implemented by KPTs.

1.3 PUBLIC RESPONSIBILITY AND CORPORATE CITIZENSHIP. We enjoy a close working relationship with the surrounding communities of Columbus, Georgia, and Phenix City, Alabama. We ensure our organizational values are disseminated to the local community through local commercial radio and television stations, periodicals, official channels, and through personal interactions between community members. The South Columbus Business Initiative was achieved as part of our Tri-Community Action Plan. The goal of the initiative was to raise local business values and ethics to our standards to ensure our soldiers deal only with reputable merchants.

1.3a Integration of Public Responsibilities. We value our role in the Tri-Community area. A city in our own right, a major employer, as well as customer of the local area, we actively participate across a broad spectrum of activities. As representatives of the U.S. government, our

operations are governed by law, tradition, military requirements, and an acute awareness of our public responsibilities.

Risk and Regulatory Requirements. Military service is by its very nature, inherently dangerous. The senior executive is focused on risk management, and risk management is a major consideration. All high risk training is reviewed by senior leadership when the initial assessment is "catastrophic." The Sergeants' Major Risk Management PAT has developed a common sense guide to soldier safety. Every mid-level leader received a pocket guide to safety; safety has dramatically improved as a direct result (Figure 6.3.23).

We operate in a strict regulatory environment, based on Federal, State, local, civil, and military law. Manpower ceilings, expenditures, and real world deployments are regulated by congressional action. Our KPTs are aware of risk and regulatory requirements. KPTs identify courses of action in anticipation of changes. Risks and concerns surrounding the organization's environment are addressed and integrated into the strategic planning process. As an example, the Environmental Management Division of the DPW, a member of the BASOPS KPT, conducts a formal review of all major training events and exercises to evaluate and minimize environmental impacts. As described in the 1996 Army Communities of Excellence (ACOE) Feedback Report, "Environmental stewardship is demonstrated through proactive cultivation of teamwork between the Fort Benning Command, Federal, and State regulators. A Hazardous Waste Management Plan provides clear, detailed instructions for the management and disposal of hazardous waste."

Anticipating Public Concerns. Each of our key processes has a "loop" in it that requires examination and evaluation for any possible effect

upon our environment, installation, and local communities. We are proactive in managing environmental compliance on our training lands and facilities. Training is also planned for the least community impact through identification of Compatible Use Zones which allow only the least disruptive activities in areas adjacent to, or directly affecting, the local communities.

Promoting Legal and Ethical Conduct. All employees, military and civilian, are required to attend annual ethics training conducted by the SJA. In addition, certain installation activities have a special oversight role for legal and ethical conduct. The SJA is the legal advisor; the DOC has oversight responsibility for all contract execution; and the DPW is charged with environmental compliance responsibility. These activities conduct annual training in their area of responsibility.

1.3b Corporate Citizenship in Key Communities. We are committed to a "mutual trust" relationship with the local communities. Community interface is achieved through the Tri-Community Action Plan, the Civilian and Military Council (CMC), and Army-sponsored corporate visits (Figure 1.4). A joint endeavor is our Military Appreciation Week and Armed Forces' Day Picnic during which our soldiers and family members are honored by the civilian community. We successfully participated in the 1996 Olympics by providing a secure Olympic Village, food service, and transportation for the Olympic women's softball competition which was held in Columbus, Georgia. The Columbus Riverwalk, a walking/jogging/bicycling trail, is a joint venture to connect the military and civilian communities. Over the last two years, \$600,000 has been committed to this project.

ORGANIZATION	DESCRIPTION	NOTEWORTHY ACCOMPLISHMENTS
Civilian and Military Council	Organization that promotes partnership between the military and the surrounding civilian community.	<ul style="list-style-type: none"> • Shortstops potential problems before they become problems -- helps resolve those that become problems.
Columbus Consolidated Govt. Council	Periodically passes resolutions promoting Fort Benning (FB)	<ul style="list-style-type: none"> • Sponsor of 50th anniversary of CMC.
23 Civic Organizations in Columbus, GA	Interface with civilian community, police jurisdiction boundaries, and coordinate disaster relief, etc.	<ul style="list-style-type: none"> • Honors Soldiers each month.
Rangers In Action	A demonstration of Ranger and Airborne capabilities given by FB soldiers that the civilian communities are invited to attend.	<ul style="list-style-type: none"> • Familiarizes the civilian community with military capabilities.
Association of the U.S. Army (AUSA)	Recognizes soldiers. Brings civilian community and soldiers together.	<ul style="list-style-type: none"> • Presents awards to top graduates in various classes. • Sponsors annual fish fry, 4th of July festivities, Military Appreciation Day at Buick Challenge Golf Tournament, Military Appreciation Week, and Armed Forces Day Picnics. • Provides two scholarships a year to Troy State University.
National Infantrymen's Association	Does for the Infantry what AUSA does for the Army.	<ul style="list-style-type: none"> • Instrumental in taking the CG's Programs for the Infantry to Capitol Hill and to DOD to help lobby Infantry issues.
Columbus Quality Council	Organization dedicated to the pursuit of excellence in the tri-community.	<ul style="list-style-type: none"> • Educates members of the community in quality management.
Capability Exercise	Exercise showing individual weapons' capabilities (Abrams' Tank, Bradley Fighting Vehicle, etc.).	<ul style="list-style-type: none"> • Provides the public a display of what their tax dollars are expended on and furnishes info on FB activities.
Combined Arms Live Fire Exercise	Exercise which displays up to platoon and company size elements performing tactical maneuvers in conjunction with live fire.	<ul style="list-style-type: none"> • Same as above.
Troy State Univ., Columbus State University, Georgia State Police Academy, Chattahoochee Valley College	Provides on-post college education.	<ul style="list-style-type: none"> • FB employees used as faculty with FB employees as students - Efficient application of classes.
Leadership Columbus/ Alumni	Organization dedicated to educating Columbus' leadership about the diverse capacity and capability of the community.	<ul style="list-style-type: none"> • Educated/Trained over 500 key Columbus Leaders about the Army, FB and the Infantry during their 8 hour on-site training program.

Figure 1.4